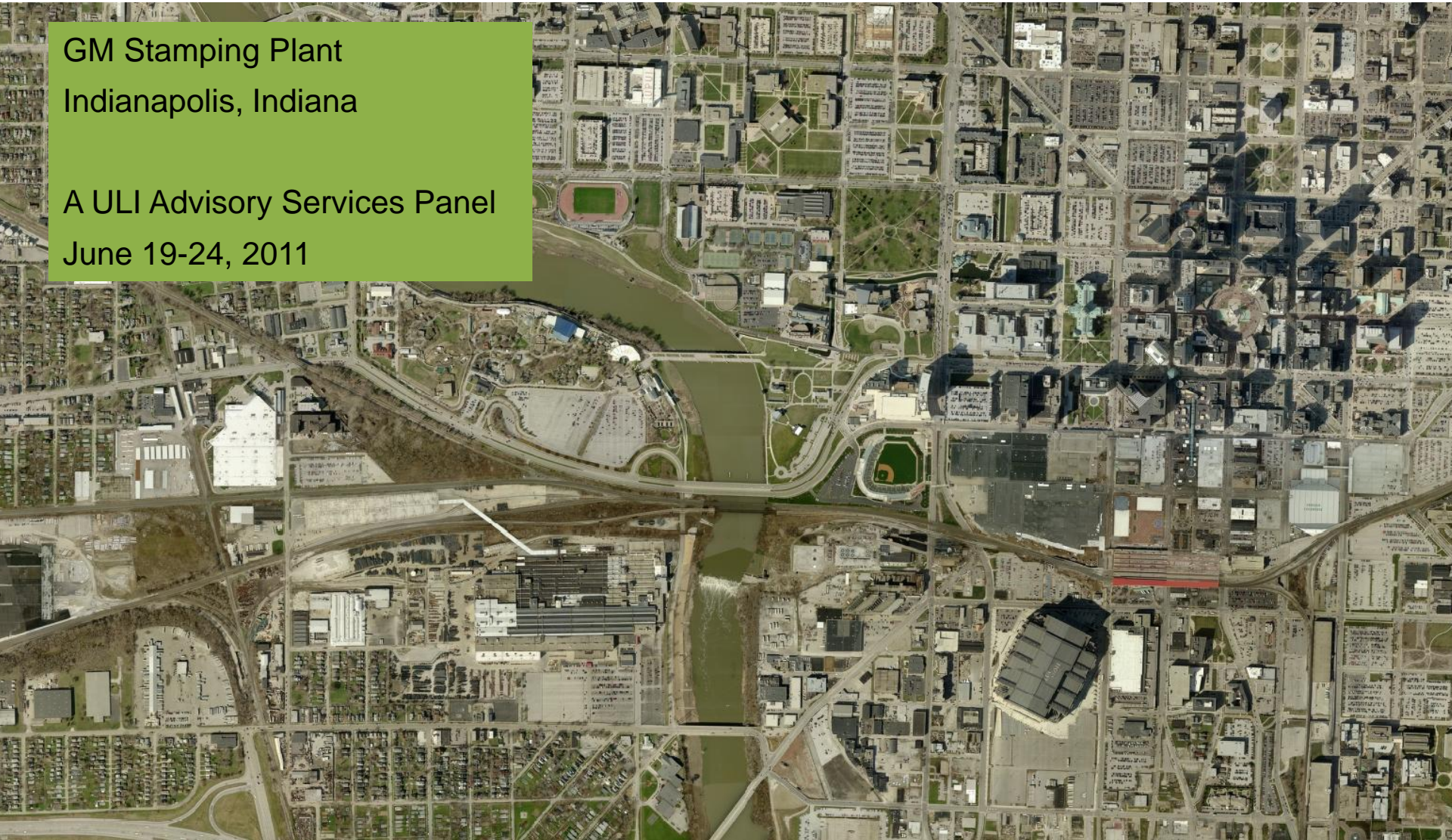


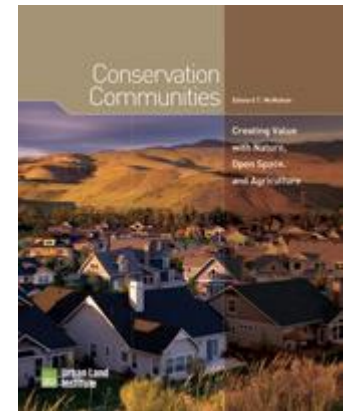
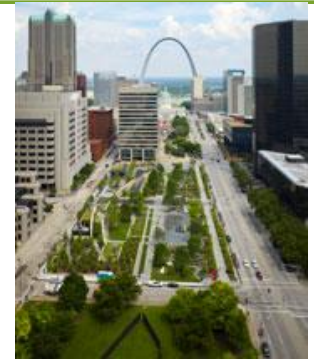
GM Stamping Plant
Indianapolis, Indiana

A ULI Advisory Services Panel
June 19-24, 2011



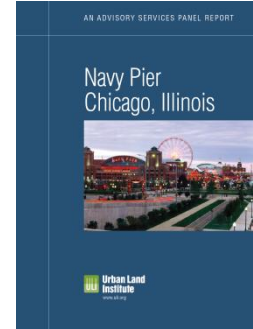
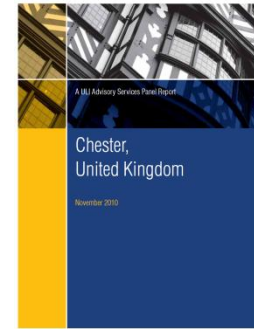
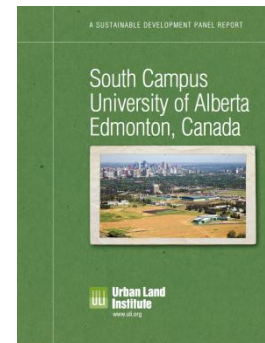
About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 30,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
 - Conducts Research
 - Provides a forum for sharing of best practices
 - Writes, edits and publishes books and magazines
 - Organizes and conducts meetings
 - Directs outreach programs
 - Conduct Advisory Services Panels



Advisory Panels

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective, candid advice on important land use and real estate issues
- Process
 - Review background materials
 - Receive a sponsor presentation & tour
 - Conduct stakeholder interviews
 - Consider data, frame issues and write recommendations
 - Make presentation
 - Produce a final report



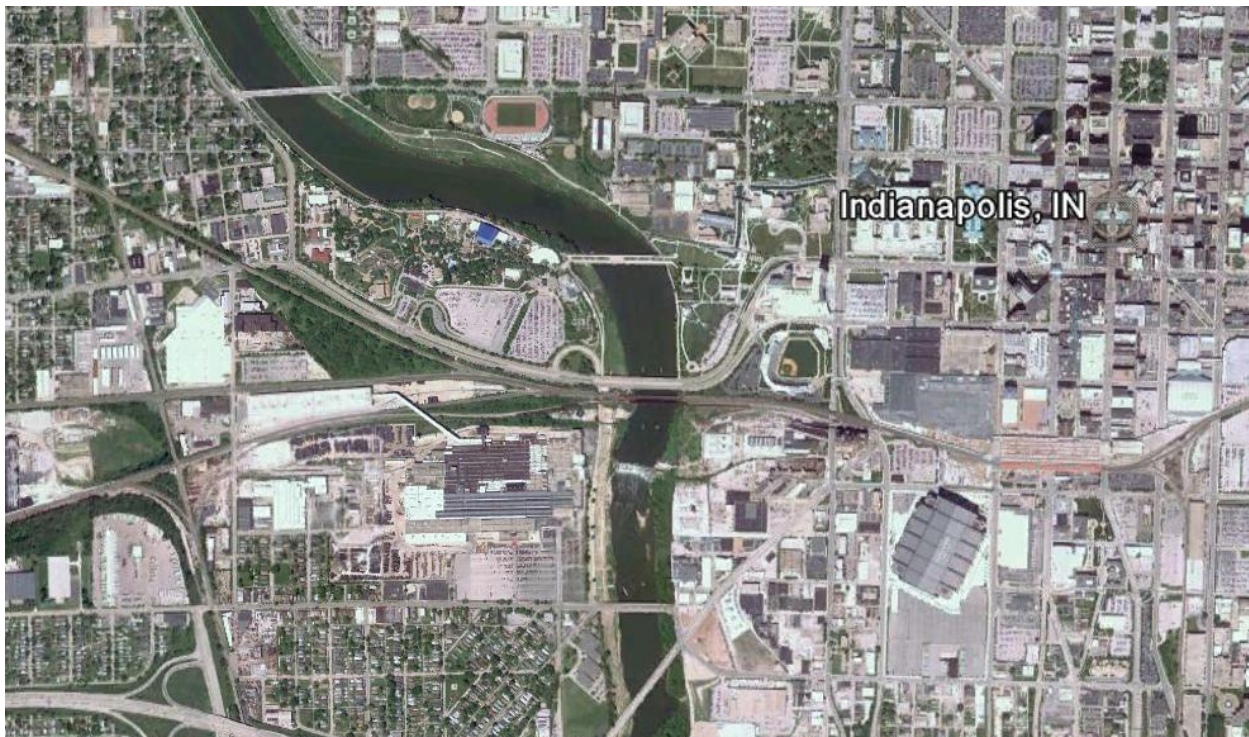
Sponsors

- City of Indianapolis
- Develop Indy
- Mayor Gregory A. Ballard



Our Vision

Mixed-use, coherent, sustainable urban neighborhood
linked to both the river and the downtown



Our assumptions about the importance of

- Sustainability
- Connectivity
- History
- Revenue generation
- Site Control
- Long Range thinking
- Planning for Change

The Panelists

- Co-Chairs
 - William Hudnut III
 - Wayne Ratkovich
- Panelists
 - William Lashbrook
 - Ralph Nunez
 - Richard Galehouse
 - Justin Fay
 - Tom Cox
 - Roger Williams
 - David Stebbins
 - Tom Murphy
- Staff
 - Tom Eitler
 - Caroline Dietrich
- Ball State Graduate Students
 - Arthur Malito
 - Daniel Liggett



A Big Task



- The Questions
- Welcoming New Ideas
- Accommodating Change

Summary Financials

Residential Land Sales	\$42 to \$52.5 million
Retail and Service Land Sales	\$6.25 to \$8.75 million
Rental and Service Income	\$1.0 to \$1.5 million
Total Revenue	\$49.25 to \$62.75 million
Total Investment Over 10 Years	\$290 to \$300 million

Inspiring the Future

- Many Participants, Many Lives
- Encouraging Creativity, Innovation and Variety
- Be Unique

Employment Changes 1990 - 2009

	Manufacturing			Professional and Business Services			Education and Health Services		
	1990	2010	% Change	1990	2010	% Change	1990	2010	% Change
U.S. Metro									
INDIANAPOLIS	112.5	82.3	-27%	62	121.1	95%	65	127.2	96%
BALTIMORE	128.5	59.5	-54%	123.1	191.4	55%	145.8	244.6	68%
PHILADELPHIA	246.9	130.1	-47%	213.6	286	34%	278.3	434.5	56%
PITTSBURGH	130.6	85.5	-35%	126.6	155.6	23%	160.2	239.8	50%
USA	17695	11743	-34%	10848	16991	57%	10984	19838	81%

Socioeconomic Tapestry

East of River

27 Metro Renters

Segment Code27
 Segment NameMetro Renters
 LifeMode Summary GroupL4 Solo Acts
 Urbanization Summary GroupU1 Principal Urban Centers I



55 College Towns

Segment Code55
 Segment NameCollege Towns
 LifeMode Summary GroupL6 Scholars and Patriots
 Urbanization Summary GroupU6 Urban Outskirts II



West of River

58 NeWest Residents

Segment Code58
 Segment NameNeWest Residents
 LifeMode Summary GroupL8 Global Roots
 Urbanization Summary GroupU2 Principal Urban Centers II



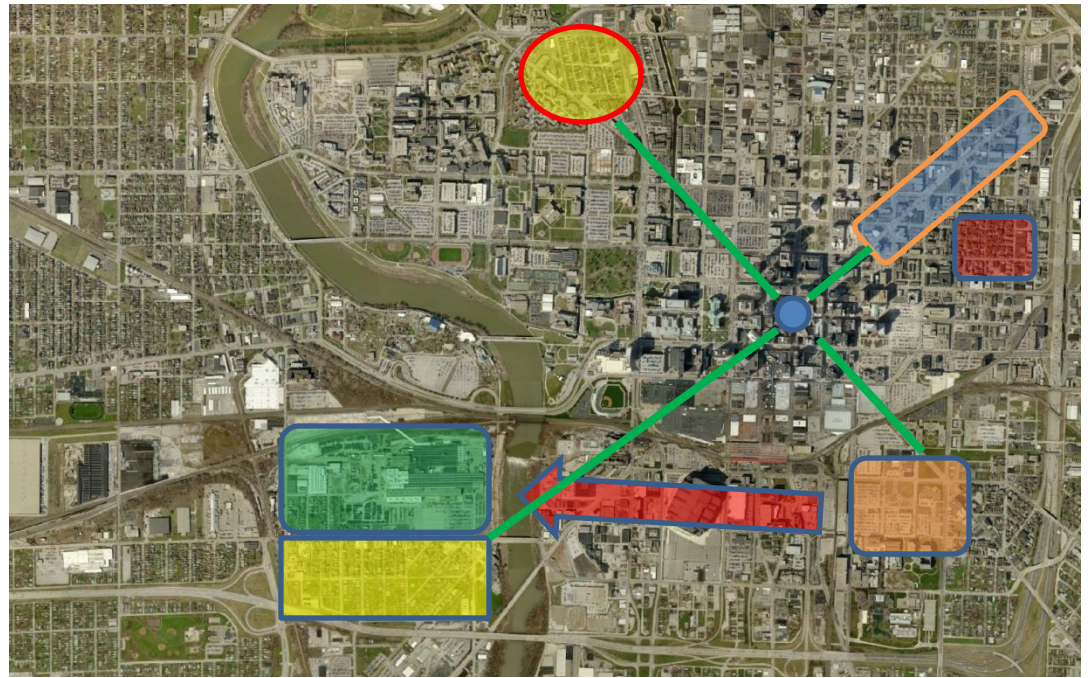
60 City Dimensions

Segment Code60
 Segment NameCity Dimensions
 LifeMode Summary GroupL8 Global Roots
 Urbanization Summary GroupU4 Metro Cities II

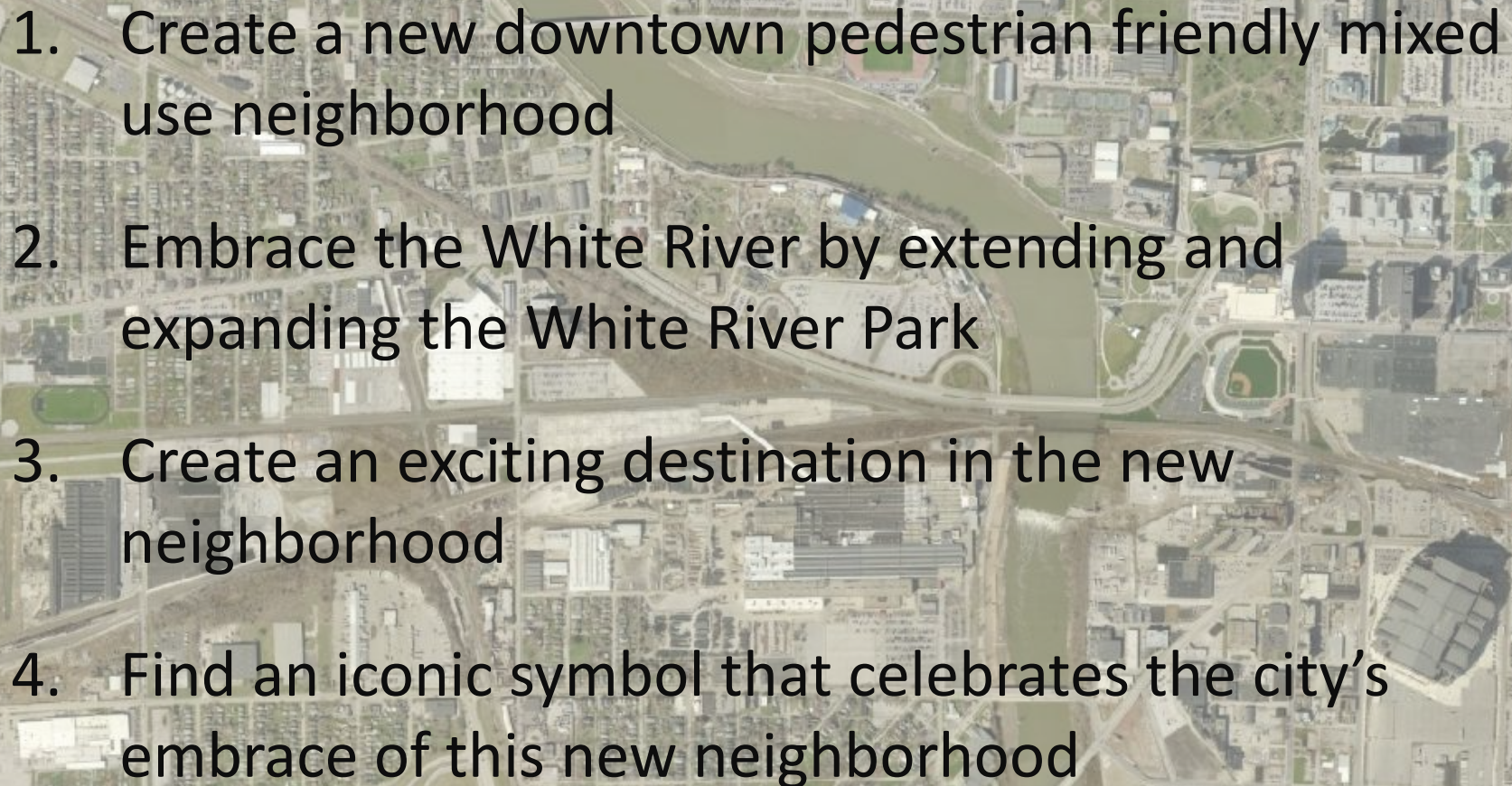


Downtown by Choice

- Lockerbie
- Massachusetts Avenue
- University Area
- North of South
- West Side Neighborhood
- The Site



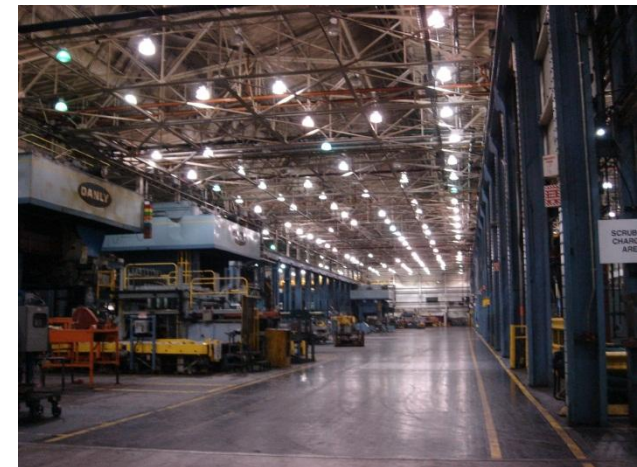
The Master Plan Vision

- 
- The background of the slide is an aerial photograph of a city. A river, identified as the White River, flows through the center of the image. To the right of the river is a large, green, open area, identified as White River Park. The surrounding urban area is dense with buildings, streets, and parking lots. The text of the list is overlaid on the left side of the image.
1. Create a new downtown pedestrian friendly mixed use neighborhood
 2. Embrace the White River by extending and expanding the White River Park
 3. Create an exciting destination in the new neighborhood
 4. Find an iconic symbol that celebrates the city's embrace of this new neighborhood

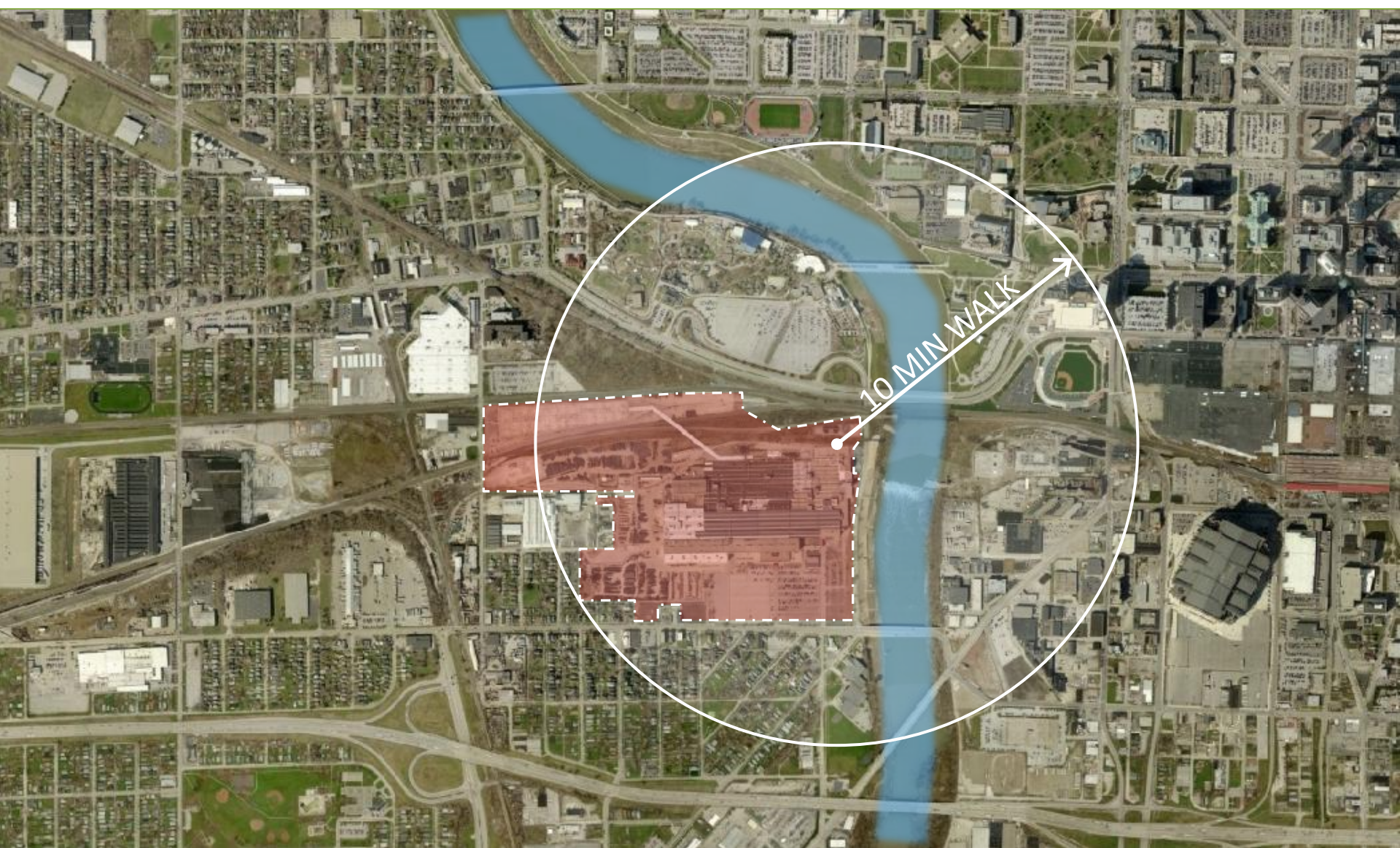
Existing Conditions – 100 ac site



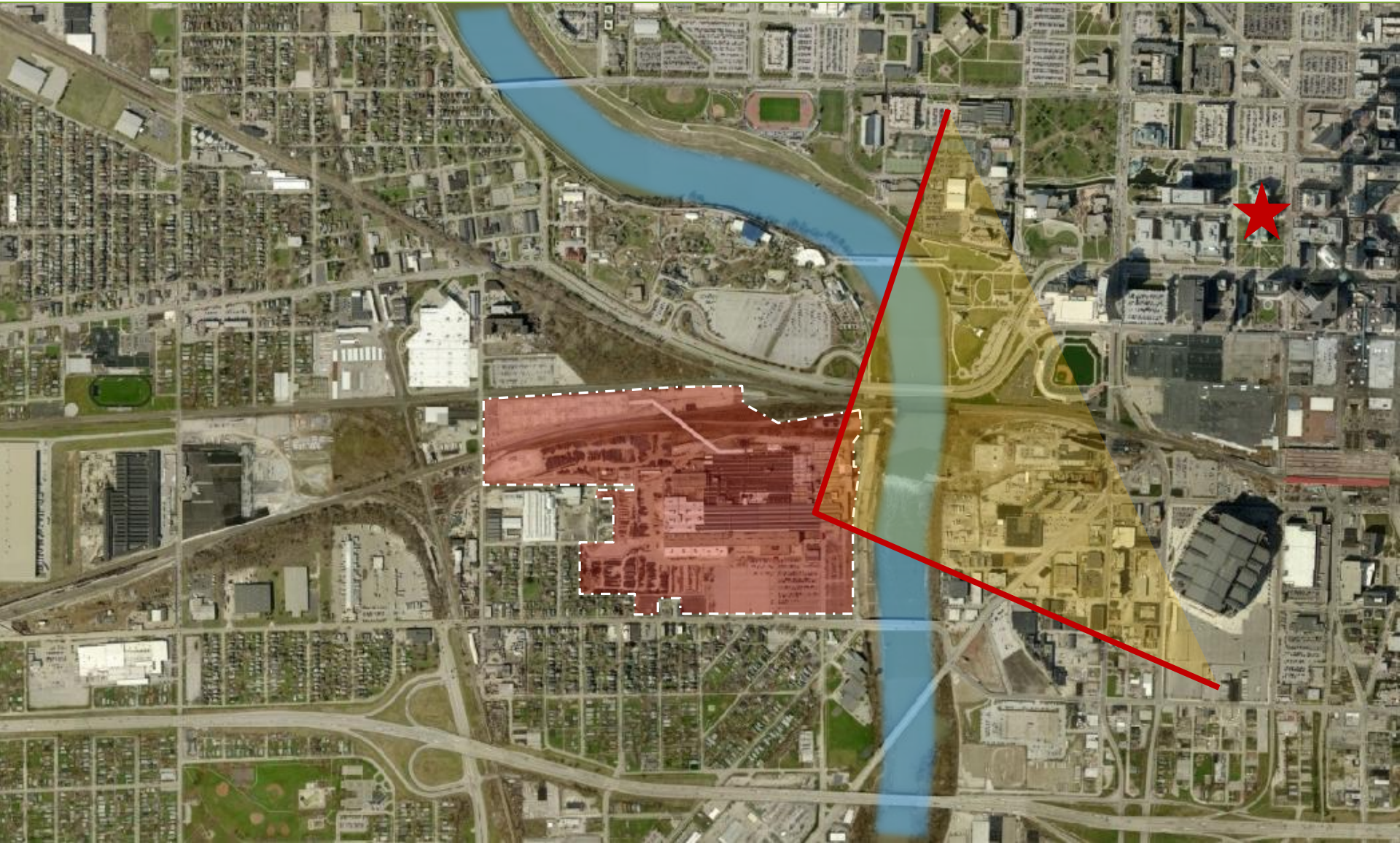
Existing Conditions – 100 ac site



Existing Conditions – Proximity



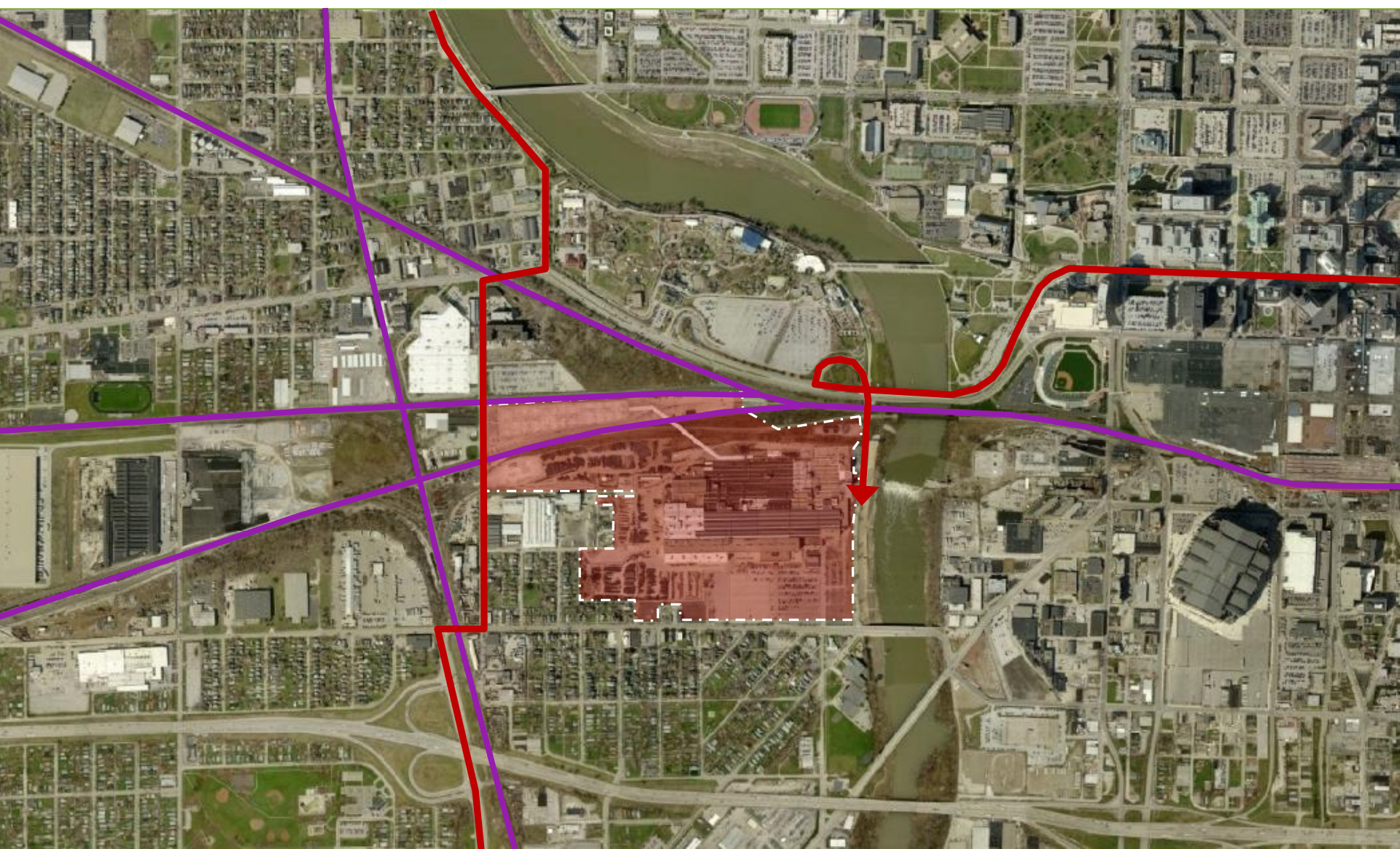
Existing Conditions – Views



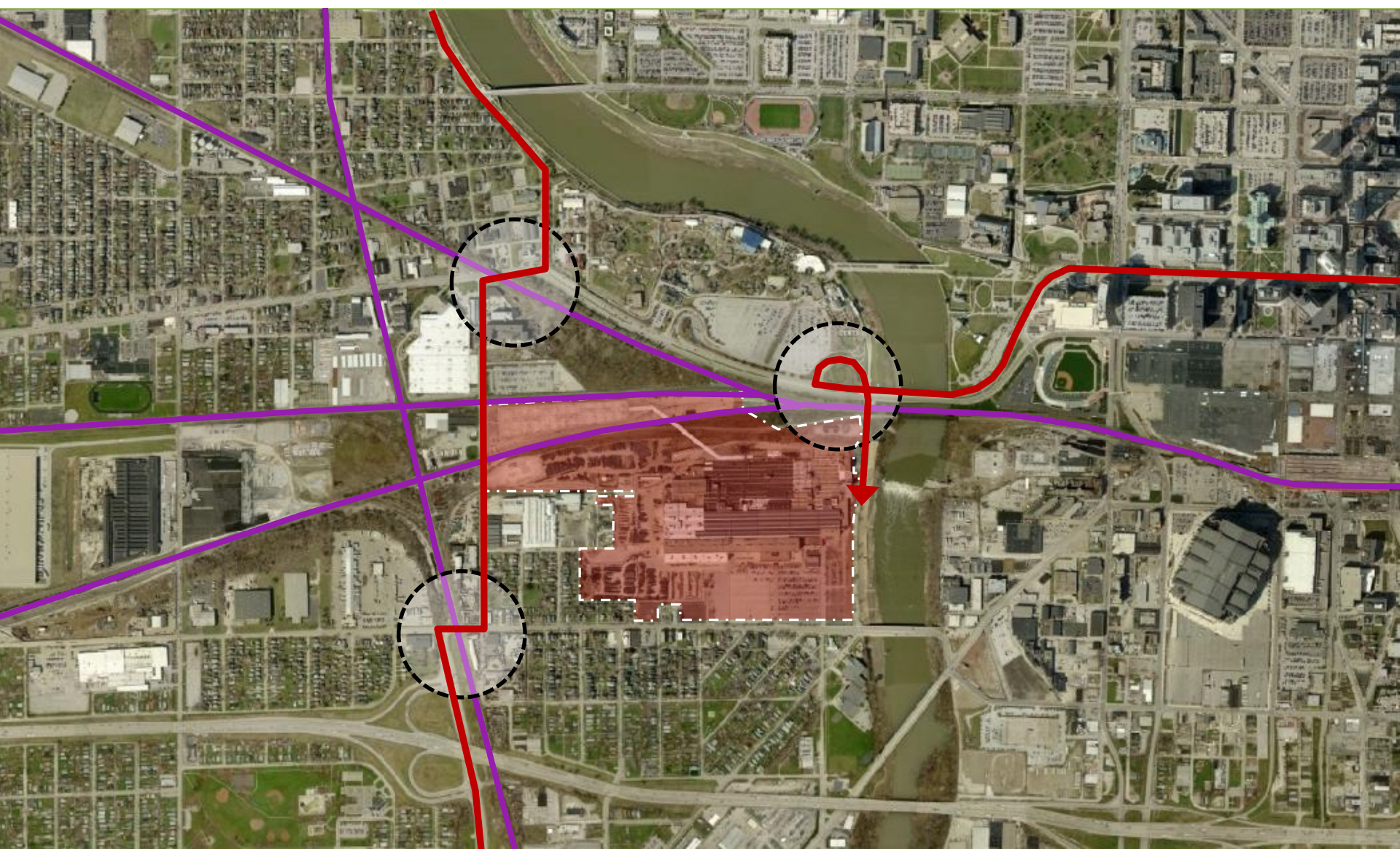
Existing Conditions – Views



Existing Conditions – Access



Existing Conditions – Access



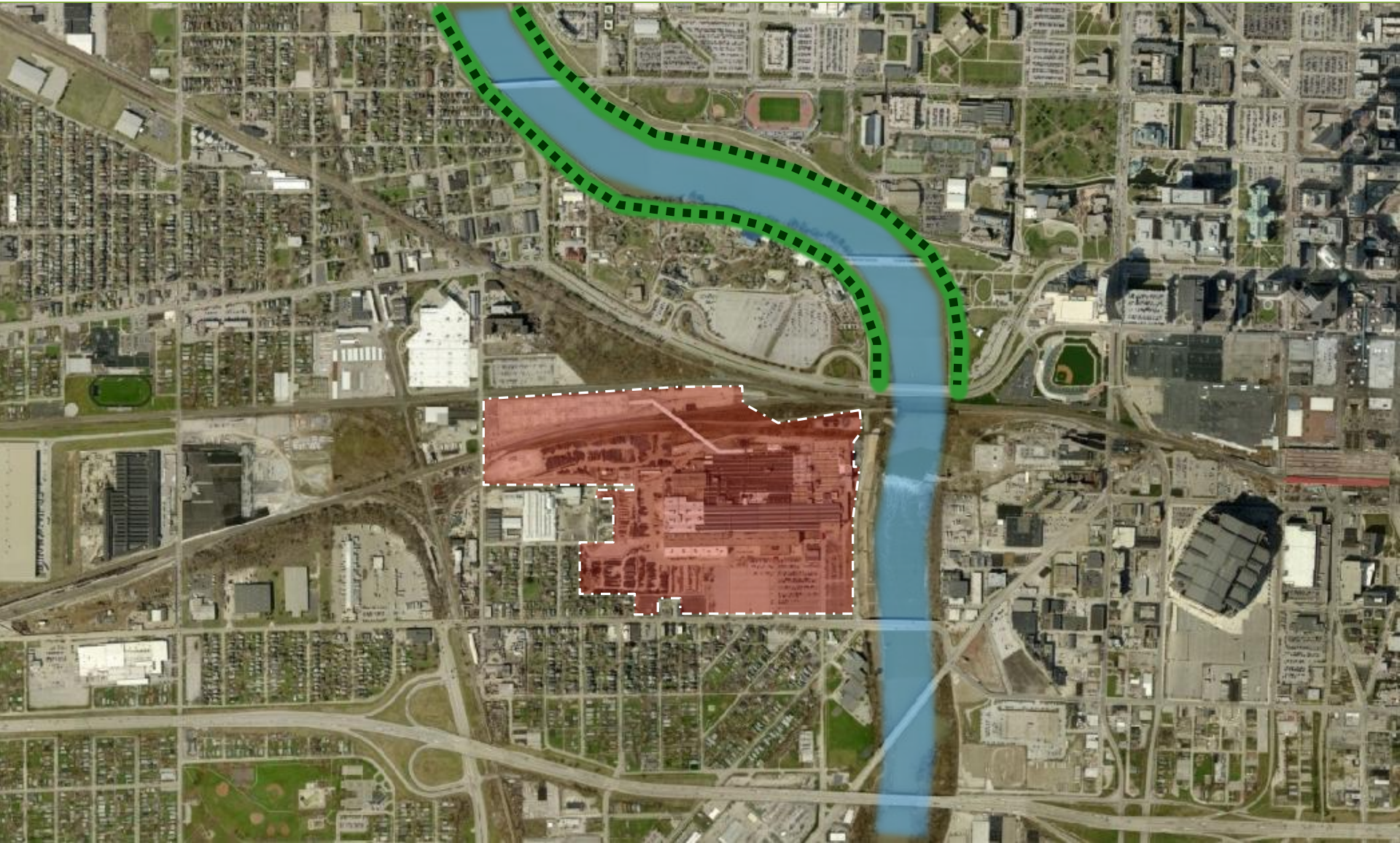
Existing Conditions – Access



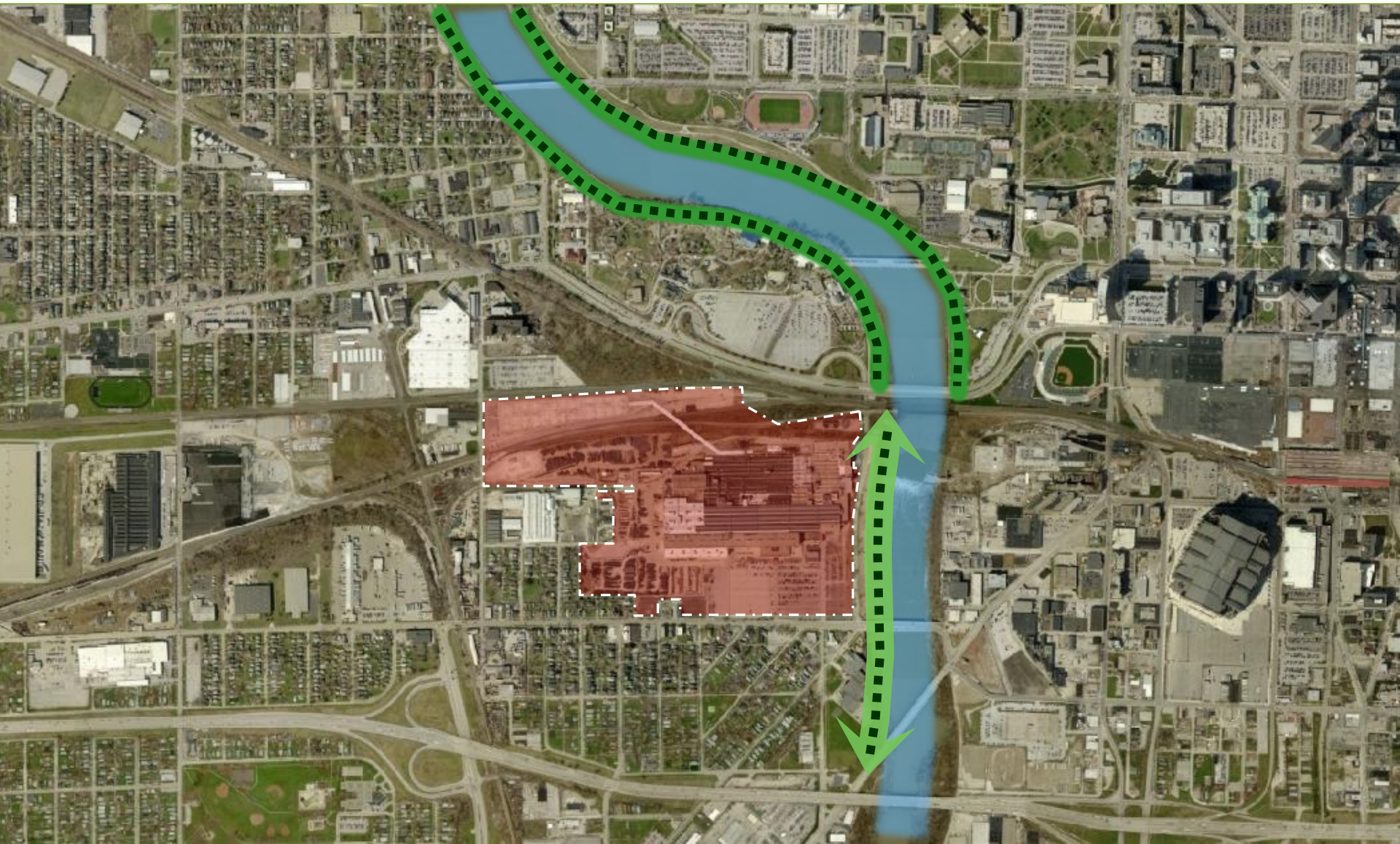
Existing Conditions – The River



Existing Conditions – The River



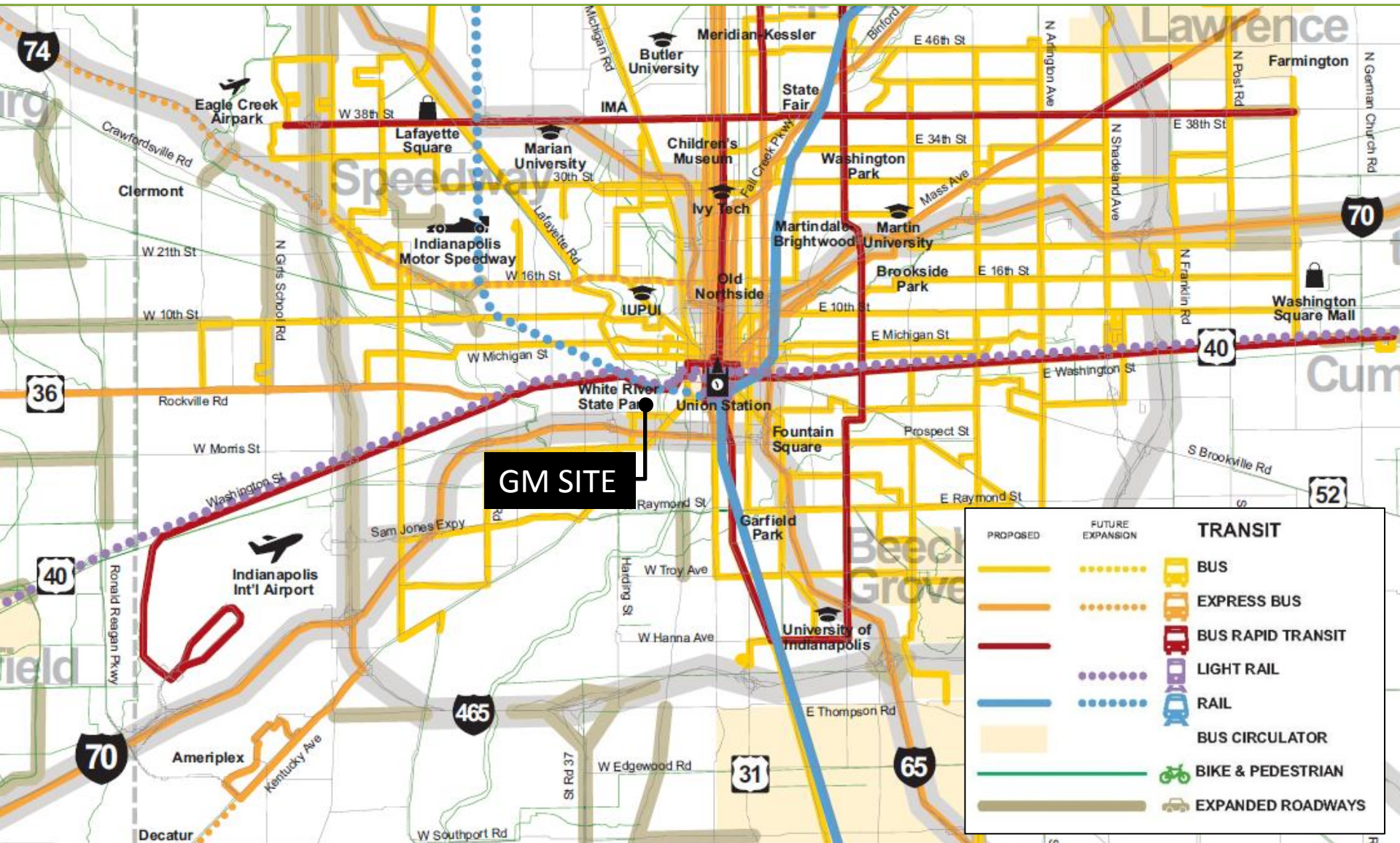
Existing Conditions – The River



Master Plan Framework



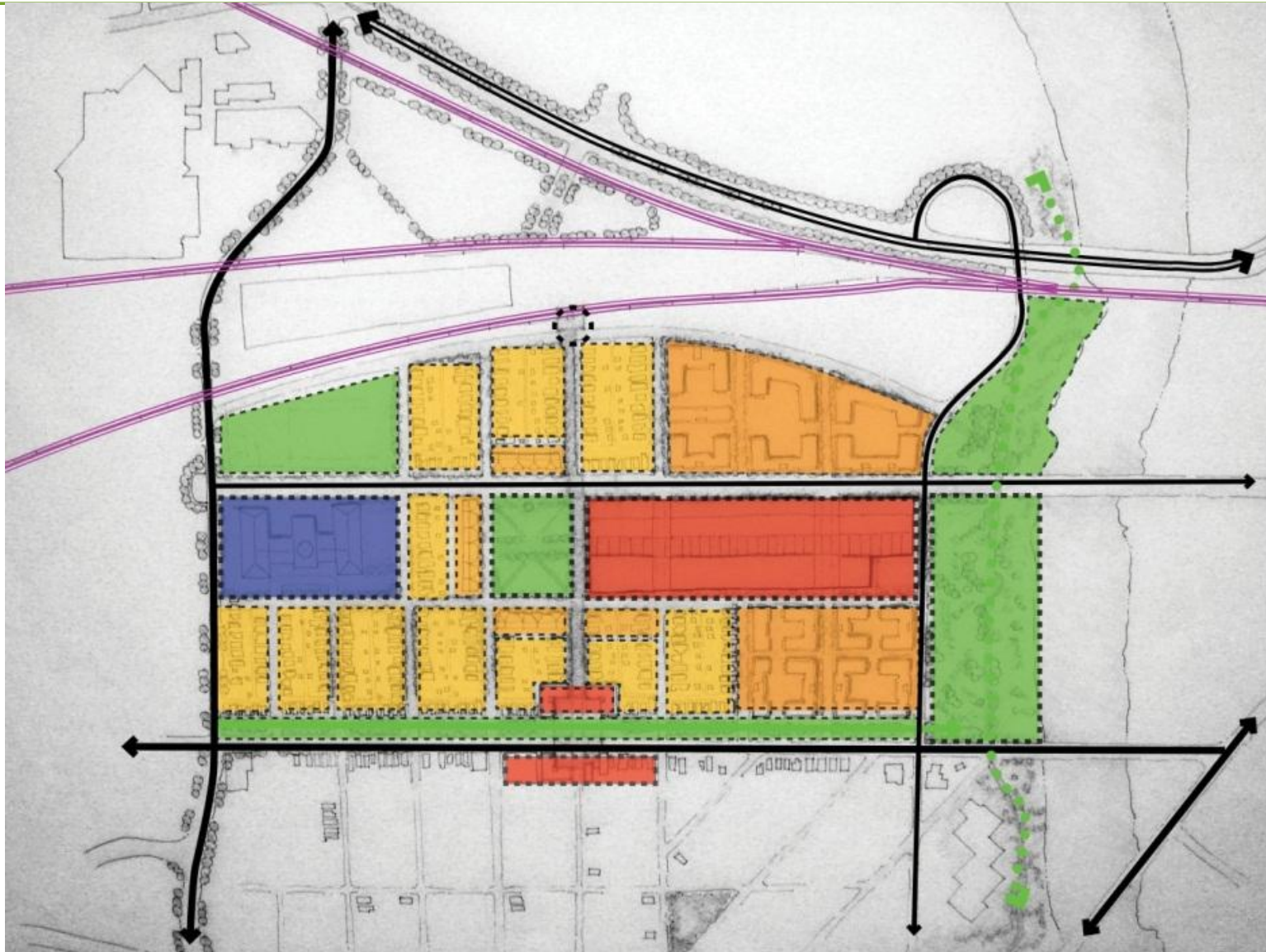
Central Indiana's Transportation Plan



Master Plan Framework



Master Plan Framework

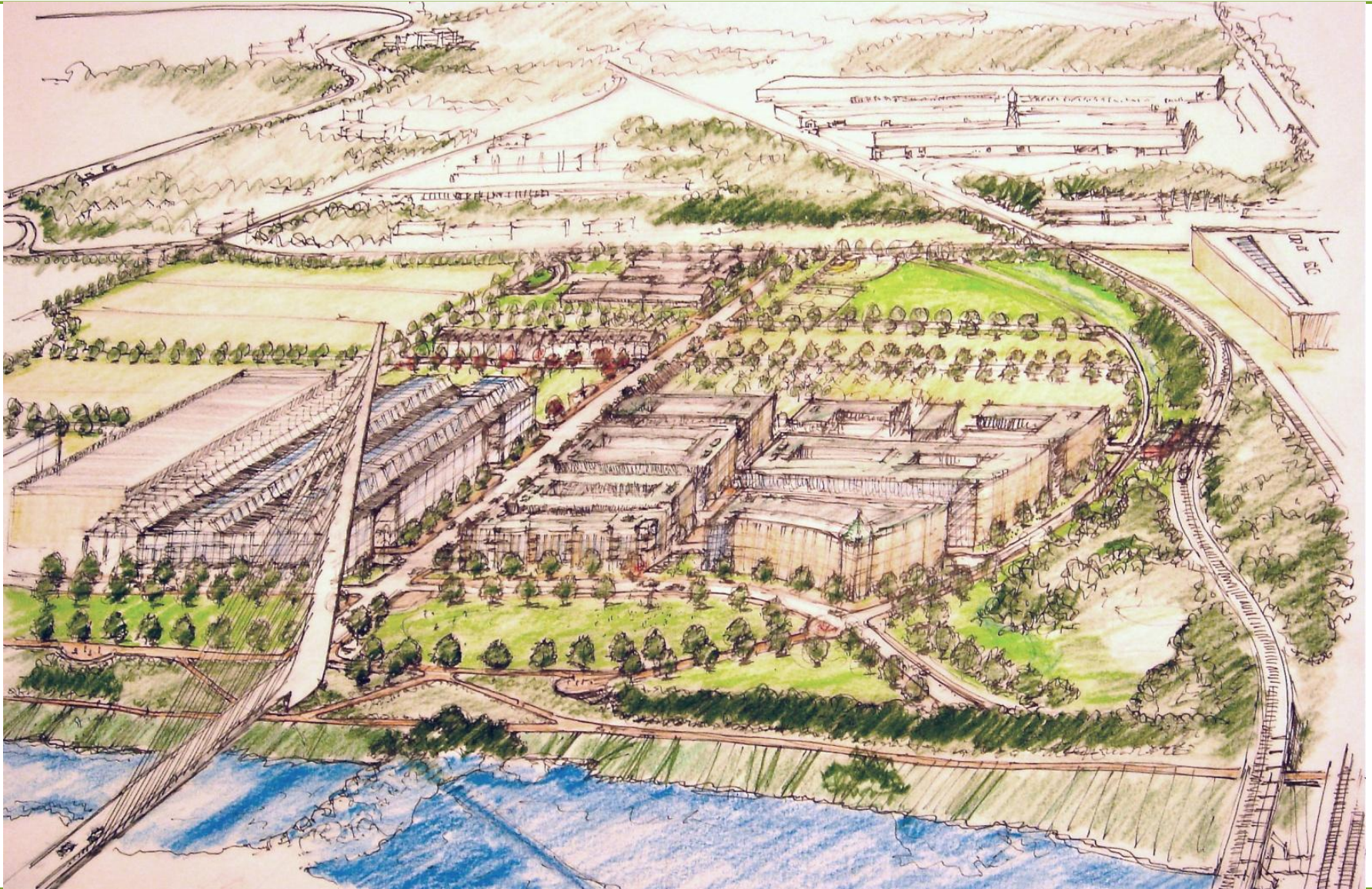


- Mixed Use
- Multifamily
- Townhouse
- Single Family
- School
- Open Space

Illustrative Plan



Bird's Eye View from Downtown





View to Downtown from Site



- Holistic community development
- Build communities not just buildings
- Incorporate area assets
- Access to a quality educational experience for all ages
- Access to quality health care for all ages

Responsible Redevelopment

- Partial use of the existing big building on the GM site
 - Artist live work/gallery space
 - Market
 - Hydroponic growing



Responsible Redevelopment

- Housing
 - Single Family
 - Cottage
 - Townhouse/Rowhouse
 - Multifamily
- Both rental and for sale



- School/Community recreation and health facilities
- Street level retail shopping
- Office space



- Business incubation clusters
- Involvement of “anchor institutions”
 - EAH
 - Local purchasing



Lifelong Learning

- A lifelong learning opportunity
 - Available to all ages
 - Adaptation to a changing society
 - Requires collaboration among all stakeholders
 - Enhances quality of life



Continuing Care Facility

- Range of health services
- Secure environment for seniors
- Hospice



The River

- A connection not a barrier
- Continue high quality design
- Ecologically sustainable improvements



Summary

- A New Downtown Neighborhood



Master Developer:

City or designated entity

- Long-term project = Sustained Focus
- Upfront, public investments to create exceptional value with design excellence
- Establish a overall vision for the site
- Complex redevelopment project and process
- Multiple implementation activities
- Strategic vs. incremental approach



Site Preparation

- Site Control
- Further define redevelopment plan and long-term vision
- Specify remediation and demolition parameters with RACER based on Redevelopment Plan
- Work with City to establish planning entitlements



Access and Site Improvements

- Design, estimate, finance and implement site improvements
 - South Street bridge
 - Shoreline Park and Trail
 - Main spine road and infrastructure
- Funding Sources:
 - State & Federal grants
 - Infrastructure Fund
 - Tax Increment Financing



- Define development parcels and opportunities
- Specify development parameters and public and private benefits
- Shared risk
- Issue RFP's



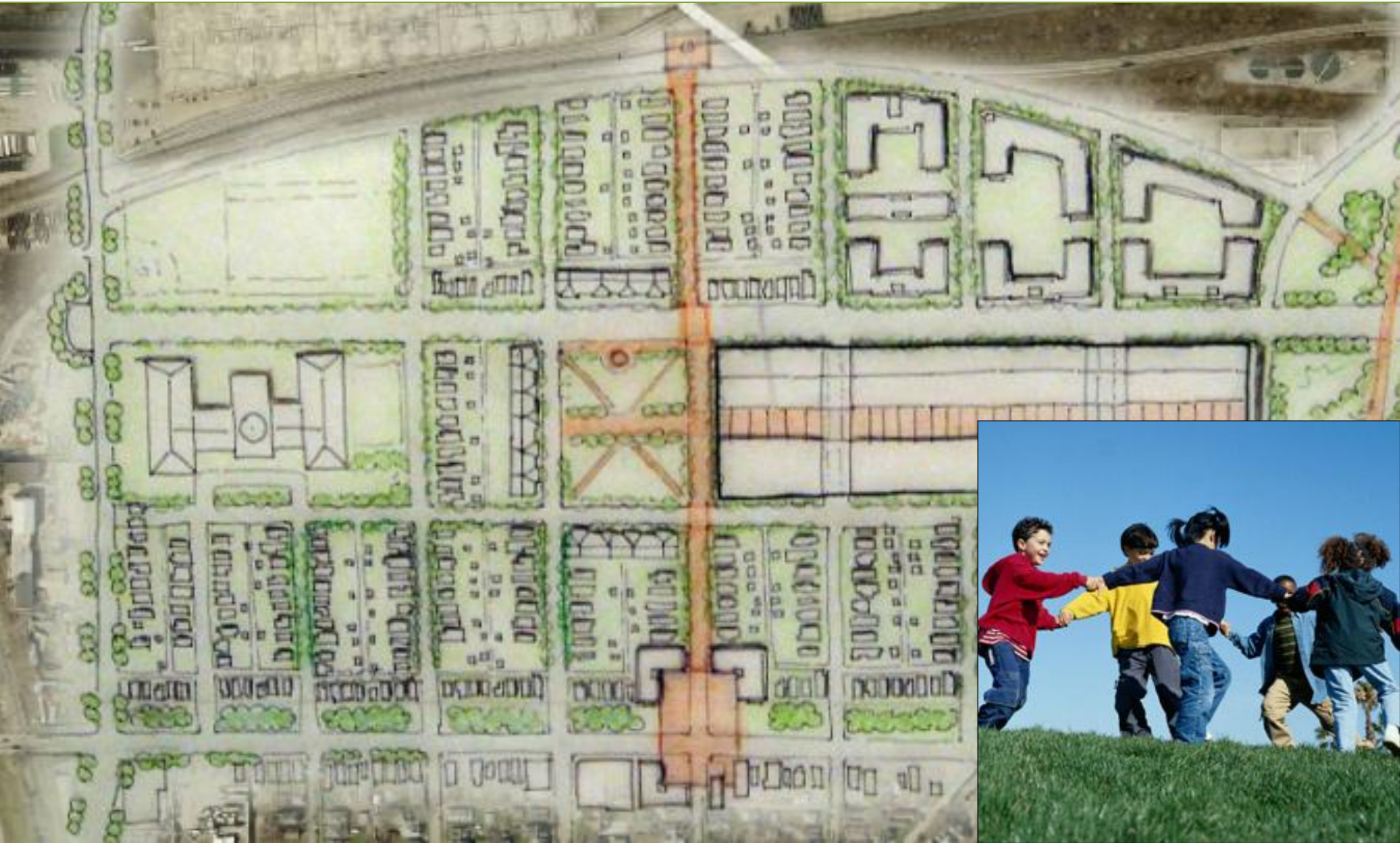
- Establish Partnerships
 - IUPUI Connections
 - Real Estate and Design Communities
 - Art installations, galleries and studios
 - Healthy food initiatives and markets
 - Business incubation
 - Education and life-long learning
 - Neighborhood Revitalization Fund



The Vision – Illustrative Plan



The Vision – New Neighborhood



The Vision – Embrace the White River



White River, Indianapolis

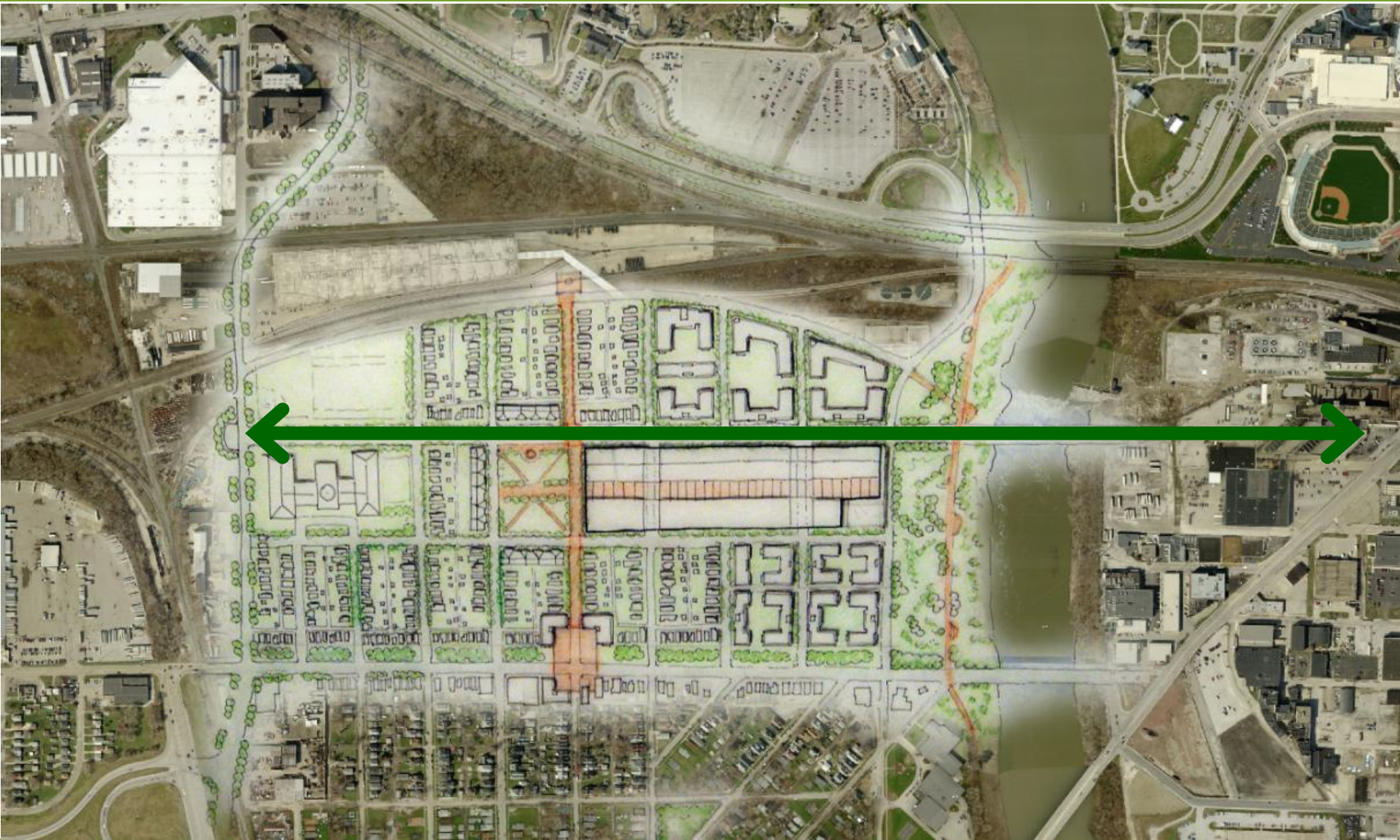


The Vision – Adaptive Reuse



Granville Island, Vancouver

The Vision – Iconic Connection



The Vision – Iconic Connection

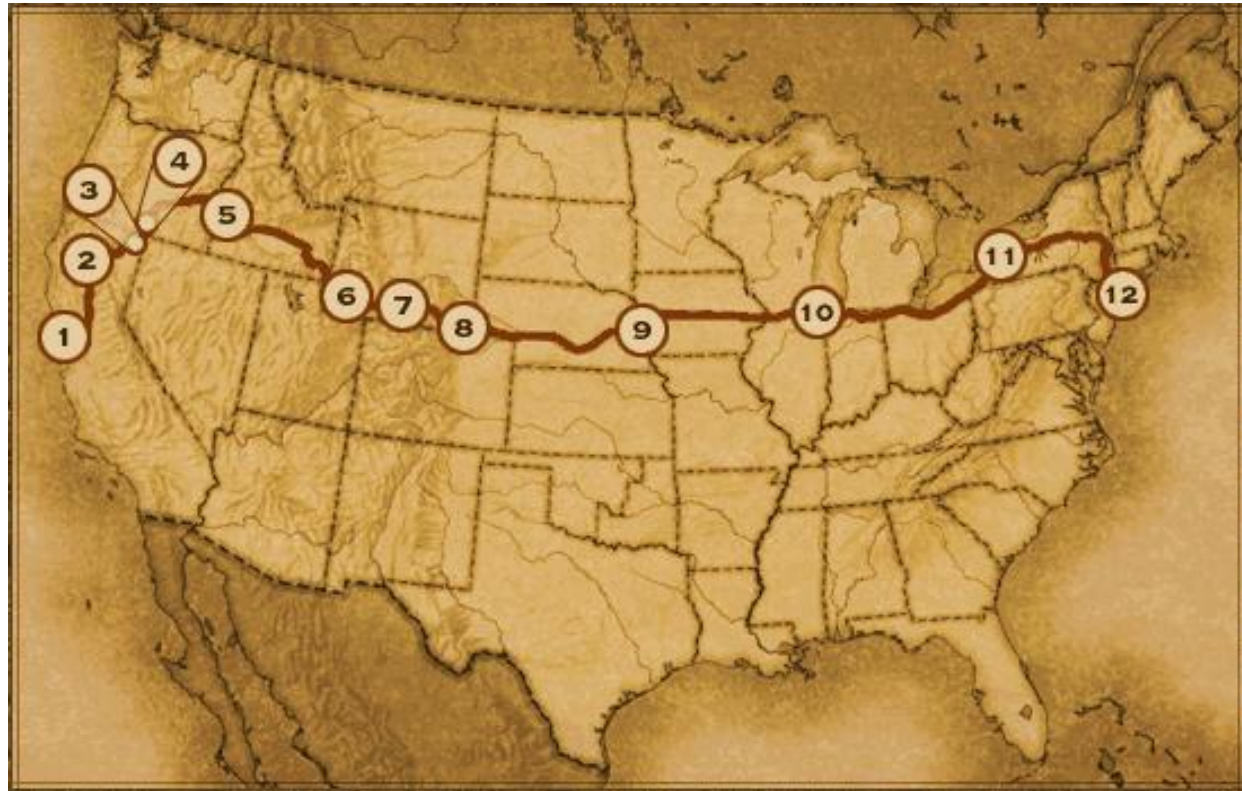


America's First Road Trip - 1903

Horatio Nelson Jackson, Sewall Crocker and Bud



HORATIO NELSON JACKSON (driving), SEWALL K. CROCKER, AND BUD IN THE "VERMONT"
PHOTO CREDIT: UNIVERSITY OF VERMONT, SPECIAL COLLECTIONS



- 1. Leadership**
- 2. Vision**
- 3. Institutional Capacity**



- 4. Financing**
- 5. Land Control**
- 6. Design Excellence**
- 7. Partnerships**



Questions?

